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2 February 1984

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MEMORANDUM FOR:

FROM:

SUBJECT: Statement of Goals for CIA

1. In reviewing the stated goals and objectives of those organizations which we consider to have achieved a high degree of excellence, we discover a common harmony of managerial rationalities leading them to focus their attention on critical elements that affect their organization both from without and within. It can also be argued that their success in dealing with these critical items is due in large part to their unique managerial vantage point from which they view their organization.

2. Successful organizations are sensitive to their environment. They acknowledge an interdependent relationship between themselves and their environment in which the environment depends on them to produce the 'common good;' and in turn, the organization is dependent upon its environment for resources, both material and human, to further its existence as a viable organization. For this reason, organizations place a high importance on their relationship to customers and the general public to insure that they are viewed as an attractive long-term investment for funds and for human talent. Also, they seek to show a high level of social responsibility; and most importantly, they seek to produce the best 'goods' available.

3. Successful organizations are aware of their organizational limits. They strive to diversify without journeying beyond their abilities defined in terms of technology and knowledge. In general, successful organizations accept the existence of a boundary encompassing their knowledge, expertise, and operations, and delineating these from the broader environment.

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4. A successful organization is alert to its internal workings. It promotes a managerial subsystem capable of leading effectively, promoting enthusiasm, showing intitiative, and which is creative. It builds a structural subsystem sufficiently organic to allow it to be adaptive and innovative in response to stimuli from both within and without. This adaptability is carefully balanced with the need for stability and continuity, which facilitiates the most efficient use of resources measured in terms of economic rationality. It also recognizes the need for a healthy psychosocial subsystem by providing participants the opportunity for advancement, job security, and most of all, a challenging experience satisfied by both intrinsic and extrinsic rewards. In viable organizations we find close attention paid to their technological subsystem to insure that it is up-to-date and capable of responding to the diverse demands to be placed upon it. Those organizations which have acquired excellence have developed a congruent goal and value subsystems in which the general goals and values of the organization are disseminated throughout the organization and internalized by participants.

5. It could be argued that most organizations, successful or not, are attentive to the above elements, however, ''excellence'' is not a question of being attentive to diverse organizational subsystems. ''Excellence'' is a function of managing from a unique vantage point, that point being a broad open-system managerial rationality. Such a rationality requires that we internalize a more hollistic mode of thinking, one in which the maintenance of an organization is perceived as the ''management of complexity.''

6. $$E_1 = f[E_2\ (M\ S\ P\ T\ G)]$$

E - Excellence
E - Environment
M - Managerial Subsystem
S - Structural Subsystem
P - Psychosocial Subsystem
T - Technological Subsystem
G - Goal & Value Subsystem

Organizational excellence might be defined as expressed above. The purpose of expressing excellence by such an expression is to demonstrate that it is only achieved through the careful balancing of interdependent parts. To affect change in any subsystem necessitates an adjustment to the others. Thus, indeed, excellence is the management of complexity.

7. The acquisition of excellence is a function of the successful management of the interacting and interdependent components of an organization. Excellence requires a holistic managerial approach where we realize that within the interaction of interdependent components there exists emergent properties that cannot be understood by the traditional managerial approach of reductionalism. For what is unique to the whole is not contained within its parts. This acceptance of synergy means that we only manage complexity by viewing it in its totality. By managing the ''whole'' versus managing diverse interests, we

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achieve the complete integration of human activities. The attainment of excellence by properly managing complexity should be one of our major goals.

8. The above general thinking surfaced during our group secessions. As with any group effort, there were areas of agreement and disagreement. Therefore, we would like to address other specific issues of concern to us.

9. We believe that our Agency could achieve the same high degree of excellence if we placed more emphasis on the following:

A. Develop and implement a training module for managers on employee career development.
B. Continue emphasis on programs which encourage manager-employee communications.
C. Continue productivity improvements through increased training.
D. Monitor and minimize high overtime pockets
E. Develop and implement training for non-managers on career development.
F. Insure awards to the most deserving.
G. Emphasis on day-to-day recognition.

Last but not least, for this Agency and all other Government Agencies to achieve a high degree of excellence, we must be provided the same types of benefits and motivations that are provided by companies and organizations that have already achieved this degree of excellence. Although we are aware we must be flexible and adaptive in our relationship with our broader political environment, management should attempt to reach out and affect change, preventing Government employees from becoming the scapegoats for broader societal ills.

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